



Leading Self

Leading Others

Leading Organizations

“Before you become a leader, success is all about growing yourself. When you become a leader success is all about growing others.”

Jack Welch

The Leading Others Rationale

Take a look around you. How many people in your organization consistently demonstrate the art of being able to **lead others** effectively? How many fully performing leaders do you have in your organization? Do you have more than enough to go around? Now make it a bit more personal. As you look back in your personal leader–follower history, what about you? How many times (and by whom) have you been led in a way that really engaged you, really challenged you to set out and accomplish significant achievements?

The elusive secrets of **leading others** generate a great deal of attention, particularly at this juncture of time. A quick Google search of ‘**leading others**’ offers over 230,000 listings and at the time of this writing, over 500 books available at Amazon!

At N Vision Learning Solutions, the **Leading Others** learning framework is one of great importance and one that we will describe globally here, and more specifically in our leadership development solutions directly with you. The learning frameworks of Leading Self and Leading Organizations are described in their own overview.

Broadly speaking, **Leading Others** falls within our Operational and Strategic Focused Leader Levels¹ and includes the following leadership learning areas:

- Leading teams and projects
- Leading virtual and remote teams
- Leading international groups
- Leading in a matrix organization
- Leading leaders

The Leading Others Objectives

The objectives of our **Leading Others** Learning Solutions are clearly aligned with the three key roles of a leader²: energizing and engaging people, leading change and achieving or exceeding targeted business results.

While getting things done through others is a fundamental leadership skill, the secret to **Leading Others** is anchored in the process of compelling engagement that leads to committed followership.

This ability to create close and enduring relationships lies at the heart of **leading others**. People who believe their job is solely to create the strategy, organizational structure and processes and then delegate the work to be done, leave untapped potential and results in their companies. Today’s workforce demand more authentic and personal relationships with their leaders before they will give themselves fully to their jobs. Our **Leading Others** Learning Solutions can help current and potential leaders create more tangible and intangible profit through our radical, pragmatic and sustainable³ learning methodology and approach.

¹See our PACE & PRACTICE² for additional details on leadership levels.

²See our PACE & PRACTICE² for additional details on the N Vision Leadership Learning Framework.

³See N Vision’s Statement of Purpose and Unifying Principles, available at www.nvision-learning.com.

Methodology and Approach

Our **Leading Others** Learning Solutions begin with the leader's reality. This means that true learning for profit can only be maximized when the learning solutions are deeply anchored in relevance and meaning for the learners. Secondly, we are strong believers in self-directed learning, and this means that the learning leaders must be, in part, responsible for the learning content and process.

In comparison with some schools of thought where 'they must be busy consuming information all the time,' a hallmark of our learning design is a careful and thoughtful balance of the appropriate content, an engaging, energizing and authentic engagement of the learners, and space and time available to deal with the 'here and now.'

Additionally, we borrow humbly from Dr. Henry Mintzberg⁴, and shape our consulting, coaching and learning solution designs by balancing our emphasis on the art, craft and science of leadership development. Art involves helping learning leaders tap into their potential intuitive and creative capabilities, first getting to know themselves and then to trust their instincts. Leveraging craft means

profiting from the vast amounts of experience the leaders have gathered to date, carefully capitalizing on what worked in the past, and adjusting where it didn't. Leadership science, specific models and theories, are pragmatically embedded in the learning environment where they make sense, not simply as an academic exercise to add more presentation slides.

Other pragmatic learning applications characteristic of N Vision's **Leading Others** Solutions include learning anchors such as trust stools, leader's expectations exchange, leader's forum, masterpiece galleries, learning logs, buddy systems and learning trios. Please see our web site for more pragmatic tools and activities to lead others more effectively.

"If I and some others were ever skeptical about the value of your approach, let me ensure you that today we truly harvest from unexpected insights and key experiences which ongoingly influence our individual and of course our organizational performance to an enormous extent."

**Dietrich Fechner, Managing Director,
CIBA Vision GmbH and Global Head DAILIES Supply Chain**

"We have worked with you for over five years and I can say without hesitation and without question that you have provided us with high-class learning solutions and top-quality support."

**Manfred Bock, former HR Specialist
for Corporate Leadership Development, Knorr Bremse AG**

⁴See "Managers not MBAs. A hard look at the soft practice of managing and management development", Henry Mintzberg.

N Vision Learning Solutions and Events

At N Vision, we pride ourselves on the custom learning fit that we strive to create with you. Learning solutions are designed and delivered with the intention and goal of helping the learning leaders to profit, i.e. they grow and progress developmentally, and in doing so, support the growth and profit objectives of the organizations they serve. Below are four examples of learning solutions that give you an idea of what we can create with you. Please note that each of these learning solutions can be done with an intact working group or a pool of talents who need to master this leadership learning.

Leading teams and projects

People who lead teams and projects must provide clarity of direction, be emotionally accessible and help team members develop a sense of identity and purpose to be successful. Relevant learning themes include development of self-awareness, team development skills and learning to be a role model for dynamic feedback and creating a high performance team environment. Similar solutions can be provided for team leaders who are primarily leading virtual or remote teams. This learning solution is most effective when implemented with multiple learning interventions.

Leading international groups

Differences in national, corporate and personality cultures can place added demands on leaders whose leadership experience comes solely from their domestic or home culture. In fact, a leader's ability to deal with differences can be a make-or-break skill when leading multicultural groups. Developing intercultural competence, learning to appreciate situations of ambiguity and learning that there can be more than one way to lead or succeed are essential learning frameworks in this solution. This learning solution is often integrated into High Potential programs.

Leading in a matrix organization

Developing cross-functional business awareness, leading through influencing versus control-and-command and creative problem solving are key attributes of leading in a matrix organization. Learning to value and develop personal accountability, achieving results with and through others are often relevant learning themes with this leader group.

Leading leaders

Leading leaders requires significantly different skills than leading team members, namely motivating, coaching and achieving results through others. The task expert mentality transforms to a talent coach expert. Learning to create results and develop talent is an essential skill at this leadership level. Teams of leaders must also be aware that the degree at which they work or don't work as a team of leaders will impact their ability to drive change and create results in their organizations. The ability to make difficult decisions swiftly (and well) and act on them requires an emotional awareness that must be addressed at this leadership level. This learning solution works best when started at the top level in the organization.